

**Minutes of the Information Management Panel**  
**Friday, September 2, 2005**

Bruce called the meeting to order at 8:35 a.m.

**Present:** Supervisors Genia Bruce (chair), Duane Paulson and Bill Mitchell and Citizen Jim Herzfeld.

**Absent:** Supervisor Jim Behrend.

**Also Present:** Information Systems Manager Michael Biagioli, Consultant Donn Hoffmann, Applications Development Administrator Wayne Naegle, Systems Technology Administrator Al Mundt, End User Computing Administrator Dave Broker, Web Master John Zur, Emergency Preparedness Director Richard Tuma, Chief of Staff Lee Esler, Office Services Coordinator Windy Jicha.

**Approve Minutes of July 15, 2005**

MOTION: Mitchell moved, Paulson second, to approve the meeting minutes of July 15, 2005 as amended.

Motion carried: 4-0.

**Upcoming Meetings**

- November 4
- December 9

**Update on the Health and Human Services Computer Projects Assessment**

Hoffmann said there are seven new system diagrams outlining the HHS workflow, which will be used as part of the continued analysis. He has eight follow-up appointments scheduled in HHS to get more specific information. He has reviewed 64 vendors of which four have been selected to possibly meet the HHS case management needs. Thirty-seven vendors have been reviewed of which three could potentially replace Avatar PM and Special Living Fund. He began viewing vendor Web demos in detail and should complete this in two weeks. With the approval of purchasing, he submitted documents to the vendors requesting their best guess estimates of potential costs. Susan Connelly approved and signed off on allowing him to not go through the county's request for information process. Hoffmann is requesting vendors to provide him with overflow diagrams, which he will overlay with the seven systems documents he created to compare them with the county's current and future needs. He is filling out a vendor matrix analysis form to insure the companies can provide the necessary applications for the county.

Bruce asked why Hoffmann isn't following the usual county processes? Hoffmann said he's doing a high level analysis through websites, requested CD's and discussions with the companies.

Paulson asked are there any current vendors? Hoffmann said there is one current vendor, Socio-Medics. Norm Cummings asked him to take another look at SAMS to see if it would work for HHS case management. HHS doesn't think SAMS could meet their needs but he is looking at it.

Paulson asked are the companies Hoffmann has selected the only ones who could submit proposals for an RFP? Hoffman said no, anyone could submit a proposal. Biagioli said Hoffmann is trying to discover if there's enough competition out there. Hoffmann said he feels the three to four companies he has selected are the best fit for what he perceives the needs to be today. If the county goes through a formal process, the companies are going have to provide more specific details and demonstrations and HHS will be involved. Hoffmann doesn't have time to do all of these things. He is doing a high level review. He doesn't want to limit vendors from responding in the future.

Mitchell said what Hoffmann is doing isn't unusual. Hoffmann wants to see if there are companies who can fulfill the county's needs. The work Hoffmann is doing will help the county write an RFP and go through

that process. Mitchell asked will Avatar PM be replaced soon? Hoffman said no, not in the immediate future. His task is to look at overall operations and he needs to factor in Avatar in that overview.

Herzfeld asked are you doing a feasibility study? Biagioli said we did that in 1999 to see if there were vendors who could provide for our needs. At that time, it was determined there wasn't one package that could do everything. Since then, the market has matured and there are three companies that could meet our needs. Avatar will be replaced if it makes sense.

Mitchell said with HHS, there's always the chance the state could throw in wild cards that we don't foresee. We'll have to see what works and find something price effective. Biagioli said Hoffmann identified 39 state impacts. We don't know how they will impact counties but we know we have 39 potential SACWIS's coming our way.

### **Update on the Computer Issuance of HHS Family Statements**

Hoffmann said HHS is working on four sets of billing statements. As of last week 100% of individual statements with balances forward and without balances are completed. Last week it was announced that 98% of families with balance forward statements were mailed out. As of yesterday, 99% of statements to families without balances have been mailed. We anticipate having 100% of all statements completed today. Our specified goal date was August 30.

Hoffmann said there are a few remaining items for HHS to complete. HHS will be asked to sign off on the CSM patch. There is one patch to be implemented next week and then we will move forward to close the accounting period through June. The current contract allows a customer service representative from CSM to be on site to witness the closing of the accounting period. The county requested that a representative be present in case of problems but we don't anticipate any issues based on completed testing.

Hoffmann said HHS signed off on half of the remaining balance, which is estimated at \$43K leaving \$41 to \$42K still owed to CSM. HHS and CSM have agreed that the balance would be paid once the statement issues are rectified and closing complete.

Biagioli said CSM is making code corrections and once implemented, all customers will have been invoiced for services and the billing moving forward.

Hoffmann said there will be a meeting next week Tuesday to address the lessons learned and steps taken through this process. This knowledge will be used to help future projects run more smoothly.

Herzfeld asked who is doing the visual inspection of statements? Hoffmann said HHS brought in temporary staff to review bills. Herzfeld asked are there control points so you don't have to do this in the future? Hoffmann replied yes.

Esler said regarding the closed billings, is June posted? Hoffmann said it includes June. He doesn't know what the turnaround time is. Biagioli said they have an estimated turnaround time. Clients can work with a payment plan.

### **Update on the Tax Records Replacement Project**

Naegle distributed and reviewed a handout titled, Tax Project Update. There has been significant progress on system testing to make sure the system works and data is correct. Both are required to have a quality implementation. We are moving into parallel implementation, which involves running the new system along side the old to verify that both systems produce the same results. We are posting payments into the old and new systems, running reports and comparing the results.

We are also doing parallel production with the new cashiering system. The county purchased a new cashiering system that needs to be integrated with the new tax system to seamlessly process tax payments. One of the advantages of the new system is the greatly enhanced ability for users to generate custom reports. This feature was not available with the legacy environment. Several key users attended training in order to learn this capability.

Naegle said there is a list of 21 bug fixes that remain to be tested or implemented. Four to five of these are critical and need to be fixed before the go live date. The remaining bugs won't keep us from moving forward. Based on the date and comfort level with the bug fixes and the accuracy of the data conversion process, we will begin parallel production. This process will begin with a full run of property tax bills, payment entry and the analysis of these activities relative to the legacy system. Parallel production will occur from September 8<sup>th</sup> to the 12<sup>th</sup>. The legacy system is scheduled to be decommissioned on December 31, 2005.

### **Update on the Implementation of the Mobile Data Computing Public Safety Infrastructure**

Tuma said the infrastructure is in place ahead of schedule. They will begin drive testing next week to check on coverage. When this is done and approved, we will accept the system. The project will use the same radio towers but new antennas will be purchased. Each car will have two antennas to improve reception.

Biagioli said this improvement allows police vehicles with mobile data terminals to move to PC based applications. The protocol will be an IP protocol. As the cars are converted to the new client, they can do voiceless dispatching, queries against the law system, etc. Those not transitioning will not lose any current functions.

Tuma said we used to have one transmit and send site but this new system opens it up because of the IP address. With the new system, we have room to expand and can talk to other systems with IP addresses. Waukesha County received a promise from the federal government that we are to receive \$800K to allow the participating police department to for their antennas, laptops, etc. The only cost associated with the upgrades is for mounting the new equipment. Each police department is responsible for mounting their equipment because it is different between cars.

Esler asked did we receive a letter stating we are to get federal funds? Tuma said we are waiting for the award letter. We received a phone call saying we got the grant so there's a 99.9% chance we got it. Purchases won't be made until we get the award letter. Biagioli said last year it took five weeks from notification to receive the award letter.

Tuma said we have submitted a grant initiative to get COPS funds for additional equipment that will require matching funds. Tuma thinks some of the money will be sent to help deal with the aftermath of hurricane Katrina. Esler said regarding the COPS grant, will we receive notification this fall? Tuma said this is the third year Waukesha County has applied for the COPS grant through Milwaukee. By process of elimination, every year you're turned down for the grant, you are closer to getting it. This is the first year fire departments have been included in the grant. Biagioli said we anticipate receiving the award letter in October.

### **Update on the 2006 Technology Related Capital Projects**

Biagioli distributed handouts describing the 2006 technology related capital projects.

200027 – Telecommunications Systems - This project provides the funding necessary to evaluate alternatives and provide telecommunication solutions for the county. To date, Centrex services, purchased on a lease basis from a third party provider, have resulted in the most cost effective and efficient telecommunication solution for the county. In 2006, this project provides \$50K for an outside expert to analyze and develop a plan/design to upgrade the county's infrastructure, which will allow transition to Voice Over Internet

Protocol (VOIP) and possible integration with Wi-Fi technology. The consultant will identify the costs and best option for upgrading the county's network to add the reliability and predictable performance that VOIP requires including redundancy/uninterruptible power supply while lowering our overall infrastructure costs. This will enable us to move from constructing and maintaining our traditional two separate wiring systems to a single dual connection.

200109 – Implement HHS Automated Systems – The required modifications to People Link to properly interface with WiSACWIS, HRIS and the Avatar PM module have greatly exceeded IS's original estimates. This situation is not expected to diminish and is anticipated to grow in complexity as additional automated functions are added to support HHS. The basic in-house knowledge, although well documented, will continue to require significant attention by the IS staff assigned to support HHS. This will hinder knowledge sharing and increases the risk of lost knowledge and productivity in the event one of those staff members leaves the county. Automation of HHS business processes has been an objective for the county for more than 15 years. Phase two of the WiSACWIS Interface initiative allows for the fully automated interchange of WiSACWIS data from People Link to the State WiSACWIS system and the reverse interface of all WiSACWIS information into People Link.

Biagioli said Donn Hoffmann is working with HHS to study and make recommendations for an automation master plan. The report is due in October. The analysis should result in a clearly defined project plan for future of initiatives.

#### **Future Agenda Item**

- Results of Donn Hoffmann's analysis of the HHS computer systems.

200413 – CITRIX – The intent of this capital project is to expand the production use of the CITRIX server environment to include a majority of applications that are currently supported by our desktop PC infrastructure. The county has had a CITRIX server environment since 1999 and provides remote computing access using the CITRIX server environment to support the CLASS, SAMS and HRIS systems. Over the past two years, IS has been testing the CITRIX environment as a possible production environment to significantly enhance the computing capacity for desktop applications for the county. Several successful deployments utilizing the CITRIX server environment have pointed out that expanded usage can further offset expenses in several areas. Additional dollars are required for the project to fund contract services, servers, licenses and devices. When this initiative is complete, all future expansion of CITRIX for the county will come directly from the EUOTF as replacement costs.

Biagioli said by using thin client devices, the county will not have to pay contract staff to install new PCs in departments in 2006. The county will be able to use in-house staff for these services. The need for PC technicians to repair and update PCs in departments will be greatly reduced.

200207 – Telecommunications Systems – This project provides the funding necessary to evaluate alternatives and provide telecommunication solutions for the county. To date, Centrex services, purchased on a lease basis from a third party provider, have resulted in the most cost effective and efficient telecommunication solution for the county. In 2006, this project provides \$50K for an outside expert to analyze and develop a plan/design to upgrade the county's infrastructure, which will allow transition to Voice Over Internet Protocol (VOIP) and possible integration with Wi-Fi technology. The consultant will identify the costs and best option for upgrading the county's network to add the reliability and predictable performance that VOIP requires including redundancy/uninterruptible power supply while lowering our overall infrastructure costs. This will enable us to move from constructing and maintaining our traditional two separate wiring systems to a single dual connection.

Esler said this project includes in \$200K in the first phase. Is the balance paid next year? Biagioli said the next step will be to study what that cost will be. Esler asked, wasn't the 2004 estimate \$1million. Biagioli said it was close to that. Esler asked are we comfortable with the balance? Biagioli said there have to be ways to do this to reduce the cost.

Mitchell asked will the consultant help the county determine our end goal? Biagioli said yes. It's easy for a consultant to say move to VOIP but the business challenge is to determine why. We need to come up with true return on investment. We need to do something for our network capability for data.

Herzfeld asked how many phones do you support? Biagioli said 2200 phones.

200206 – Fiber & Wireless to County Facilities – Biagioli said the additional infrastructure is to be funded through a COPs grant submitted in conjunction with Milwaukee, Ozaukee and Racine Counties and the City of Milwaukee. The grant requires a 25% match by the participating entities. The 2006 and 2007 initiatives will not be activated without the grant funding approval. The federal government is expected to approve COPs grant requests in fall of 2005. This project has the opportunity to allow the county to move technology forward as well as foster an opportunity to evolve interoperability between county municipalities as well as set the foundation for data sharing with other counties within the region as well as preparing the county for wireless broadband capability. SEWRPC strongly supports this regional project. If we don't get the grant dollars, we should suspend the project until we do.

200327 – CUBS – This project includes \$40K for an electronic interface between the HHS Avatar billing system and CUBS, which will significantly reduce the amount of manual work in referring delinquent accounts and increase the timeliness of referrals. This project replaces and upgrades the current CUBS system with CUBS new Aliant product, which is the foundation of their new generation of collection software products.

200619 – Financial Operations & Management System Study - This project funds a review of the county's overall financial systems environment and provides a strategy for improving the financial management processes. The project also funds a consultant to review and document the county's existing business processes and provide recommended best practice changes. The consultant would review all the various financial applications and provide recommendations on the most secure and efficient methods to transfer and store financial information. The provided documentation would include a data map to review the relationships between the various applications and identify opportunities for improvement. The project would require the consultant to perform a market and functionality analysis of the major "Tier I" and "Tier II" financial system and provide the county with recommendations on possible alternatives to Oracle.

200621 – Consolidation of Network Operating Systems – This project will develop a detailed return on investment analysis for a single Network Operating System Environment (NOS). The project will not proceed unless there is measurable and realistic return on the investment in two to three years. If the return on investment indicates the initiative should proceed, a staged implementation of the project will be put into place.

200624 – Re-engineering IT Infrastructure - Biagioli said this project will conduct an IT assessment and develop an all-encompassing information technology infrastructure plan to transition the current technology environment to the evolving business needs of the county. This project will determine the best way for Waukesha County to move forward. The plan will be used to coordinate, guide and maintain implementation and utilization of a variety of technologies for internal and external county users in the most efficient, cost effective manner. This initiative will ensure the county always has a four to five year view into the future. An RFP will be developed to select an external consulting partner for this project. Focus groups made up of critical end-users and IT staff will be utilized to obtain input and feedback and to develop a plan.

Mitchell asked if we will be using a consultant for this project? Biagioli said yes. He has a good idea of where we want to be but he's cautious moving forward. He doesn't want this to be a means to justify his wants. It's not bad to reevaluate but we need to remember the core mission of what we want to do. Mitchell said he questions using a consultant to re-determine that Biagioli's ideas. Biagioli said this project isn't for a full study or else it would cost a lot more money.

Paulson said \$15 to \$20K isn't very much money. Biagioli said it is our responsibility to develop the best business strategy for the county. We need to align the business and IT business strategies and to decide when to move forward. Mitchell said the \$150K is for the initial piece of the project.

### **Correspondence**

- Letter from Frank Volpintesta, Corporation Counsel for Kenosha County, to Brandy F. Brennan, SBC Director of Billing/Regulatory/Customer Relations, regarding Brennan's letter of August 4, 2005 and the WTCO.
- Letter from Charles Mulcahy of Whyte Hirschboeck Dudek S.C. to County Board Chair Jim Dwyer regarding the next scheduled meeting for WTCO members on September 6, 2005.
- Letter from Brown County Executive Carol Kelso to WTCO elected officials regarding the WTCO meeting on September 6, 2005.
- Letter from Brown County Executive Carol Kelso to SBC President Paul La Schiazza regarding local governments and the WTCO.

### **Update on the Wisconsin Local Government Telecommunications Coalition**

Biagioli explained what triggered the correspondence listed above. A letter was sent to the government leaders in WTCO explaining that SBC doesn't recognize WTCO and they are not sending money to governments through WTCO. SBC said they would deal with the communities individually. Brown and Kenosha Counties responded to SBC with letters because they are furious with the way SBC is treating good customers. No one asked these leaders to write the letters to SBC. There is a WTCO meeting scheduled for September 6<sup>th</sup> where the group will decide what course of action should be taken. SBC sent a letter to Mulcahy stating they were willing to meet with each community separately but without representatives from the WTCO. Brown County's Corporate Counsel is an officer of the WTCO. Brown County will not meet with SBC without their legal counsel. SBC has made it clear they do not recognize the WTCO.

In response to the questions of what triggered the correspondence, Biagioli said SBC sent a letter to WTCO members admitting in detail to some minor over charges and stating that members aren't eligible for other claims because they didn't sign a five-year contract. SBC claimed that WTCO isn't a legal entity in the contracts. The WTCO challenged that response and sent a letter to SBC thanking them for their analysis and the no cost audit. They also asked them to send refund checks to the WTCO so the checks could be distributed to communities. The letter included a copy of the authorization allowing the WTCO to represent the members in negotiations.

Esler asked is Whyte Hirschboeck Dudek S.C. paying for the fight on their dime or is the WTCO paying for it? The cost for this fight should not be part of what the law firm claims from communities. Biagioli said at this time, he wouldn't recommend Waukesha County to engage in litigation because of the situation in Waukesha County.

### **Presentation of the Information Technology Division Structure for 2006**

Biagioli said distributed and discussed a handout outlining the new structure of the IT Division. He said the new structure would be included in the 2006 budget book. There will be seven staff in the business services area. Two IS coordinators will transition into IT, one from Public Works and one from HHS. These staff members will be in transition until July, which allows us to start working with them to determine the current

business processes and how to divide tasks between the departments and IT. We will be transferring three people from application development to the business services area. He has four staff members at the administration level, one in records management and needs to reduce staff to equal three. To do this, the two business staff members in business management, will go to the solutions. He will collapse end user services, PC support, into the infrastructure area. As we move toward thin client the technicians can move into other areas to enhance their careers. We will need fewer PC technicians but more staff focused on server support and environment expansion. Overall he is reducing his staff by one.

Paulson said he wants to know if the staff is happy with the changes? Biagioli said HHS and Public Works were bought into this and it's part of the budget. Paulson said are you dropping one FTE but adding two from other departments? Biagioli said overall the number of FTEs for IT goes up one but there will be a reduction of one FTE in both HHS and Public Works.

**Motion to Adjourn**

MOTION: Paulson moved, Mitchell second, to adjourn the meeting at 10:14 a.m. Motion carried: 4-0.

Respectfully submitted,

Duane E. Paulson, Secretary  
Information Management Panel